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Financing of the United Nations Peacekeeping Force in Cyprus

Budget for the United Nations Peacekeeping Force in Cyprus for the period from 1 July 2017 to 30 June 2018

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Peacekeeping Force in Cyprus (UNFICYP) for the period from 1 July 2017 to 30 June 2018, which amounts to $56,040,800, exclusive of budgeted voluntary contributions in kind in the amount of $651,200.

The proposed budget in the amount of $56,040,800 represents an increase of $1,190,900, or 2.2 per cent, compared with the appropriation of $54,849,900 for the 2016/17 period.

The proposed budget provides for the deployment of 888 military contingent personnel, 69 United Nations police officers, 38 international staff and 122 national staff.

The total resource requirements for the UNFICYP for the financial period from 1 July 2017 to 30 June 2018 have been linked to the objective of the Force through a number of results-based frameworks, organized according to components (political and civil affairs, military, United Nations police and support). The human resources of the Force, in terms of the number of personnel, have been attributed to the individual components, with the exception of the executive direction and management of the Force, which can be attributed to the Force as a whole.

The explanations of variances in resource levels, both human resources and financial resources, have been linked, where applicable, to specific outputs planned by the Force.

Financial resources

(Thousands of United States dollars; budget year is from 1 July to 30 June)

Category	*Expenditures (2015/16)*	*Apportionment (2016/17)*	*Cost estimates (2017/18)*	*Variance*	
				Amount	*Percentage*
Military and police personnel	22 126.7	23 293.2	23 956.4	663.2	2.8
Civilian personnel	12 882.3	13 543.1	13 436.6	(106.5)	(0.8)
Operational costs	14 481.9	18 013.6	18 647.8	634.2	3.5
Gross requirements	**49 490.9**	**54 849.9**	**56 040.8**	**1 190.9**	**2.2**
Staff assessment income	2 164.7	2 242.3	2 250.4	8.1	0.4
Net requirements	**47 326.2**	**52 607.6**	**53 790.4**	**1 182.8**	**2.2**
Voluntary contributions in kind (budgeted)	641.7	710.2	651.2	(59.0)	(8.3)
Total requirements	**50 132.6**	**55 560.1**	**56 692.0**	**1 131.9**	**2.0**

Human resources[a]

	Military contingents	*United Nations police*	*International staff*	*National staff*[b]	*Total*
Executive direction and management					
Approved 2016/17	–	–	4	–	4
Proposed 2017/18	–	–	5	–	5
Components					
Political and civil affairs					
Approved 2016/17	–	–	11	15	26
Proposed 2017/18	–	–	11	18	29
Military					
Approved 2016/17	862	–	2	2	866
Proposed 2017/18	862	–	2	2	866
United Nations police					
Approved 2016/17	–	69	1	1	71
Proposed 2017/18	–	69	1	1	71
Support					
Approved 2016/17	26	–	18	101	145
Proposed 2017/18	26	–	19	101	146
Total					
Approved 2016/17	**888**	**69**	**36**	**119**	**1 112**
Proposed 2017/18	**888**	**69**	**38**	**122**	**1 117**
Net change	**–**	**–**	**2**	**3**	**5**

[a] Represents highest level of authorized/proposed strength.
[b] Includes National Professional Officers and national General Service staff.

The actions to be taken by the General Assembly are set out in section IV of the present report.

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Peacekeeping Force in Cyprus (UNFICYP) was established by the Security Council in its resolution 186 (1964). The most recent extension of the mandate was authorized by the Council in its resolution 2300 (2016), by which the Council extended the mandate until 31 January 2017.

2. The Force is mandated to help the Security Council achieve an overall objective, namely, to ensure peace and security in Cyprus and a return to normal conditions.

3. Within that overall objective, UNFICYP will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. These frameworks are organized according to components (political and civil affairs, military, United Nations police and support), which are derived from the mandate of the Force.

4. The expected accomplishments would lead to the fulfilment of the Security Council's objective within the lifetime of the Force, and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of UNFICYP, in terms of the number of personnel, have been attributed to the individual components, with the exception of the executive direction and management, which can be attributed to the Force as a whole. Variances in the number of personnel compared with the approved budget for the 2016/17 period, including reclassifications, have been explained under the respective components.

5. The headquarters for the Force and sector 2 are located in Nicosia, where the Office of the Special Representative of the Secretary-General/Chief of Mission is also located, while the headquarters for sectors 1 and 4 are based in Skouriotissa and Famagusta, respectively. The Force provides administrative, logistical and technical support to the substantive, military and United Nations police personnel deployed at its main sector headquarters as well as to military personnel located at 6 camps, 12 patrol bases and observation posts and 8 United Nations police stations.

B. Planning assumptions and mission support initiatives

6. The activities of UNFICYP will continue to focus on creating conditions conducive to the achievement of a comprehensive settlement of the Cyprus problem and a return to normal conditions. In that regard, UNFICYP will continue to maintain calm along the 180 km buffer zone, including working with both sides to preserve the military status quo and monitoring and managing civilian activities, including by taking measures against the unauthorized use of the buffer zone. UNFICYP will also continue to facilitate the resolution of conflicts and disputes between the two communities, promote mutual dialogue and cooperation through intercommunal activities and provide humanitarian assistance to members of both communities, as required.

7. The progress made in the negotiations, which resumed in May 2015, a demined buffer zone, the opening of seven crossing points in recent years and the expected opening of two additional crossing points by the end of 2017 have led to an increase in the number of intercommunal activities supported by UNFICYP and an increased desire on the part of civilians to farm, hunt, construct and work in the buffer zone, whether authorized by UNFICYP or not. The fact that members of both communities believe that increased activity in the buffer zone will not impact the negotiations makes it clear that there are heightened expectations that UNFICYP will assist the sides in the implementation of more confidence-building measures, facilitate intercommunal activities and provide support to the negotiations. As a result, civilian activities in the buffer zone are expected to increase, and additional work will continue to be required from the Force to reduce and manage any potential increase in tension between the two communities.

8. During the 2017/18 period, UNFICYP will continue to facilitate the implementation of confidence-building measures requested and agreed upon by the leaders of both communities. Such measures will include the opening of new crossing points and demining with the support of the United Nations Mine Action Service. In addition to the clearance of minefields as agreed by the leaders of both communities, demining activities will include the analysis of future risks of unexploded ordnance, where appropriate, and planning for future mitigation activities.

9. During the 2017/18 period, the Force will continue to facilitate eight technical committees, including the Technical Committee on Crime and Criminal Matters, Crossings and Cultural Heritage. As the sides move towards a settlement, UNFICYP will also continue to coordinate the transition planning on the ground in collaboration with United Nations Headquarters, in line with Security Council resolutions 2263 (2016) and 2300 (2016).

10. UNFICYP will continue to assist the Special Representative of the Secretary-General/Head of Mission, in her role as principal adviser and deputy to the Special Adviser of the Secretary-General on Cyprus, in her efforts to support the full-fledged negotiations between the Greek Cypriot and Turkish Cypriot leaders. The Force will also continue to provide substantive and logistical support to the Office of the Special Adviser, including a significant increase in support for the meetings of intercommunal technical committees, working groups and other expert groups that discuss matters of common concern, as well as enhanced media and communications support. To that end, UNFICYP will continue to designate substantive staff (political, civil affairs and public information), support staff and police officers to support the Secretary-General's good offices mission in Cyprus and facilitate technical committees as required. As part of its support to the Secretary-General's good offices mission in Cyprus, UNFICYP will seek to develop a social media strategy to strengthen its understanding of possible challenges to reaching a sustainable settlement in Cyprus.

11. In its efforts to address the disproportionate and unique impact of armed conflict on women, the Security Council, in its resolution 1325 (2000), stressed the importance of women's equal participation and full involvement in all efforts for the maintenance and promotion of peace and security. In the same resolution, the Council expressed its willingness to incorporate a gender perspective into

peacekeeping operations and urged the Secretary-General to ensure that, where appropriate, field operations included a gender component. Given the provisions of that resolution and the gender-mainstreaming mandate as outlined in the gender forward-looking strategy 2014-2018 of the Department of Peacekeeping Operations and the Department of Field Support, both UNFICYP and the Secretary-General's good offices mission in Cyprus will focus on gender issues more systematically during the 2017/18 period in order to ensure that UNFICYP achieves the goals set out in resolution 1325 (2000) and all subsequent Security Council resolutions on women, peace and security, the most recent of which was resolution 2242 (2015).

12. UNFICYP will continue to coordinate the United Nations country team in Cyprus, which includes the Secretary-General's good offices mission in Cyprus, the United Nations Development Programme, the Office of the United Nations High Commissioner for Refugees and the Committee on Missing Persons, to ensure maximum synergies in support of the efforts of the parties involved to reach and implement a durable settlement. It will continue to provide support and respond to the growing political and public information needs of the Secretary-General's good offices mission in Cyprus and the Committee on Missing Persons.

13. The support component will continue to provide the logistical, administrative and security services necessary for UNFICYP to implement its mandate. As in prior periods, the major assumptions that will underlie the Force's operations and plans during the 2017/18 period are driven largely by the provision of the resources necessary to effectively and fully implement the mandate of the Force, while taking initiatives to achieve further efficiencies, where feasible. In addition, given the increased intensity in the negotiation process, which resumed in May 2015, the increase in the military force from 860 to 888 authorized by the Security Council in January 2016 in recognition of the additional tasks associated with confidence-building measures, the provision of direct support to the political process, increased civilian activities in the buffer zone and work on contingency planning, additional demands continue to be placed on the support component. With a view to the provision of effective support to the Force in the fulfilment of its mandate, the proposed budget for the 2017/18 period includes requests for additional human resources.

14. The Force will continue to focus its efforts on energy conservation and other ways to achieve efficiencies. Over the years, the vast majority of engineering projects have focused mainly on maintaining the Force's facilities and infrastructure in order to meet operational requirements and comply with the health and safety standards of the host country. While similar levels of financial resources will continue to be required to maintain the Force's facilities and infrastructure, additional resources will be required to fulfil the Force's commitment to meet key targets under the environment strategy of the Department of Field Support. The Force began the Greening Initiative 2020/50 during the 2016/17 period and expects to complete it by mid-2019. In furtherance of this initiative and in accordance with the broader environment strategy of the Department of Field Support, the budget proposal includes provisions for the installation of modularized waste water treatment plants in two of its camps and the installation of solar-powered security lights.

15. With regard to efficiency initiatives, best practices and resource reprioritization, the Force will, as in previous budget periods, extend, where feasible, the lifespan of equipment in various areas, including facilities and infrastructure, communications, information technology and other equipment, beyond its normal useful life. In addition, where major refurbishments/improvements are to be undertaken, the Force will incorporate a greater reliance on renewable energy sources, where feasible.

C. Regional mission cooperation

16. UNFICYP will continue to be the designated safe haven for the United Nations missions in the region and the administrative place of assignment for United Nations entities operating in the Syrian Arab Republic and Yemen. The growing instability in the region and the continuing risk of tensions around Cyprus will require continued regional mission cooperation. In that regard, UNFICYP will continue to maintain close cooperation with other United Nations missions in the region, including the United Nations Interim Force in Lebanon (UNIFIL), the United Nations Disengagement Observer Force (UNDOF), the United Nations Truce Supervision Organization (UNTSO), the Office of the United Nations Special Coordinator for Lebanon and the Office of the United Nations Special Coordinator for the Middle East Process. The Force will continue to participate in the conference of the regional force commanders.

D. Results-based-budgeting frameworks

17. In order to facilitate the presentation of proposed changes in human resources, six categories of possible action with respect to staffing have been identified. Definitions of the terms used with respect to the six categories are contained in annex I.A to the present report.

Executive direction and management

18. Overall mission direction and management are to be provided by the immediate Office of the Special Representative of the Secretary-General.

Table 1
Human resources: executive direction and management

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*	*United Nations Volunteers*	***Total***
Office of the Special Representative of the Secretary-General									
Approved posts 2016/17	1	–	–	2	1	4	–	–	4
Proposed posts 2017/18	1	–	–	3	1	5	–	–	5
Net change[a]	–	–	–	1	–	1	–	–	1

[a] See table 2.

International staff: increase of 1 international post

Table 2
Human resources: Immediate Office of the Special Representative of the Secretary-General

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	+1	P-3	Gender Affairs Officer	Establishment	
Net change[a]	**+1**				

[a] See table 1.

19. The approved staffing establishment of the Office of the Special Representative of the Secretary-General consists of four posts (1 Special Representative of the Secretary-General and Head of Mission (Assistant Secretary-General), 1 Administrative Officer (P-3), 1 Special Assistant/Political Affairs Officer (P-3) and 1 Personal Assistant (Field Service)). The Office of the Special Representative of the Secretary-General coordinates the work of the civil and political affairs, military, police and mission support components. It coordinates the work of the United Nations country team and facilitates the work of the Secretary-General's good offices mission in Cyprus, for which the Special Representative of the Secretary-General serves as deputy.

20. At present, UNFICYP does not have dedicated staff to perform functions relating to gender issues. It relies on a gender focal point. In its recent resolutions extending the mandate of the Force, the Security Council agreed that active participation of civil society groups, including women's groups, was essential to the political process and could contribute to making any future settlement sustainable, and recalled that women played a critically important role in peace processes. In accordance with the gender forward-looking strategy for peacekeeping, the Force will mainstream gender considerations into its functions. Accordingly, given the expectation that peacekeeping missions will implement the decisions of the Security Council resolutions on women, peace and security, as explained in paragraph 11 of the present report, it is proposed that one post of Gender Affairs Officer (P-3), as shown in table 2, be established to lead the Force's efforts to: (a) increase the awareness of its civilian and uniformed personnel of gender issues and improve the mainstreaming of gender considerations into its functions; and (b) design tools to guide the approach of the Force to the role of women in the political process, including promoting women's participation in the process aimed at finding a durable settlement in Cyprus.

Component 1: political and civil affairs

21. Pursuant to its mandate, UNFICYP will continue to facilitate the resolution of various issues between the two communities, in particular to prevent any tensions that could jeopardize the ongoing talks. The Force will continue to promote increased dialogue and cooperation through support for island-wide intercommunal activities and interactions and other confidence-building measures, including the opening of additional crossing points through the buffer zone, as announced by the leaders of both communities in May 2015. In addition, UNFICYP will continue to contribute to efforts to further normalize the living conditions in the buffer zone,

through improved mapping of civilian activity, including farming, hunting and construction. The Force will continue its efforts to prevent the unauthorized use of the buffer zone, by strengthening mechanisms and tools for monitoring incidents of non-compliance with the rules for access to and use of the buffer zone. These efforts are particularly resource intensive, and the ability of the Force to address activity in the buffer zone will need to be strengthened. Furthermore, UNFICYP will continue to provide humanitarian assistance to members of both communities as required. The Force will further refine its communications strategy to ensure greater awareness among Cypriots of its efforts to support intercommunal efforts where appropriate.

22. In keeping with the integrated approach adopted by the Secretary-General regarding UNFICYP and his good offices, the Force will continue to assist the Special Representative of the Secretary-General/Head of Mission, as the principal adviser and deputy to the Special Adviser of the Secretary-General, in her efforts to support full-fledged negotiations between the Greek Cypriot and Turkish Cypriot leaders and their representatives. In that regard, the Office of the Special Representative will continue to coordinate transition planning in relation to the settlement in line with Security Council resolutions 2263 (2016) and 2300 (2016). UNFICYP will provide assistance to the Secretary-General's good offices mission in Cyprus, including on matters pertaining to political and peacekeeping questions, the facilitation of technical committees and the implementation of measures arising from the committees' deliberations aimed at improving everyday relations between the two communities. Increased efforts will also be made with respect to gender issues and the goals set out in Security Council resolution 1325 (2000) on women, peace and security and in all the subsequent related resolutions. The Force will also provide political, strategic communications, logistical and administrative support for the Secretary-General's good offices in Cyprus.

23. In the light of the continued increase in the use of social media by both communities, UNFICYP will intensify its efforts to identify, monitor and analyse key target audiences and opinion leaders from both communities and incorporate its analysis into daily and weekly media monitoring reports for consideration by the senior management of the Force. The Office of the Special Representative will continue to ensure appropriate coordination with the United Nations country team.

Expected accomplishments	*Indicators of achievement*
1.1 Improved relations between Greek Cypriot and Turkish Cypriot communities	1.1.1 Increase in the number of joint projects, social and cultural events, political and economic meetings and other related activities under UNFICYP facilitation that contribute to improved intercommunal relations (2015/16: 278; 2016/17: 370; 2017/18: 400)
	1.1.2 All incidents relating to civilian activities that may give rise to tension between the two sides are prevented or resolved through UNFICYP facilitation or direct action

1.1.3 Increase in public awareness of the Force's profile and its role in creating conditions to foster the political process

1.1.4 Enhanced engagement with women's civil society organizations on mainstreaming of gender considerations into intercommunal activities and strengthening the mainstreaming of gender considerations into public outreach to improve public perceptions, by both communities, of the role of women in finding a sustainable political settlement

Outputs

- Provision of support to confidence-building initiatives, increased facilitation of the activities of technical committees and increased support for the implementation of their decisions, and facilitation of the negotiation process under the auspices of the Secretary-General's good offices mission in Cyprus
- Weekly liaison with relevant authorities, political parties and civil society representatives, including those with a focus on gender equality, members of the Cypriot communities, United Nations agencies and programmes, donors and the diplomatic community, with a view to broadening and strengthening intercommunal contacts and joint activities to prevent or resolve issues, including those with legal implications, that could give rise to tensions; promote confidence and trust between the communities; and improve productive intercommunal interactions
- Implementation of a public information and communications strategy as part of broader efforts to improve relations between the communities, promote the engagement of civil society and organizations with a focus on gender equality in support of a comprehensive settlement and support the efforts of the good offices mission, including 360 media monitoring reports, 120 situation/media summaries, 4,600 media monitoring translations, 50 weekend bilingual media monitoring reports, 1,000 briefings and the organization of regular press encounters and press statements of the Special Representative and the Special Adviser
- Implementation of a social media analysis strategy incorporating analysis of news, views of key influencers, political activity and the public dialogue on the Cyprus problem, with 52 reports produced annually
- Planning, production and implementation of social media outputs, including 300 Facebook posts, 500 Twitter posts, 250 Flickr posts, 24 YouTube posts, 200 website updates and 4 overarching social media campaigns
- Public information support for 12 island-wide intercommunal outreach/media awareness events
- Public information support for communications efforts with respect to demining, sexual exploitation and abuse and gender issues, including 4 videos, 10 articles/press releases, 3 town hall meetings, the translation of 20 documents and the organization of media encounters when required
- Strengthened ability to contribute to the narratives of the media of both communities and the international press with 300 background briefings, 50 media interviews, 50 media visits and the issuance of 30 press statements
- Regular facilitation of activities of the Technical Committee on Gender Equality and other entities with a focus on gender equality, in collaboration with the Secretary-General's good offices mission in Cyprus

Expected accomplishments	*Indicators of achievement*
1.2 Progress towards normal living conditions in the United Nations buffer zone and for Greek Cypriots and Maronites in the north and Turkish Cypriots in the south	1.2.1 Maintenance of authorized civilian projects in the buffer zone, including agricultural projects, commercial and residential construction, infrastructure repair and maintenance projects (2015/16: 70; 2016/17: 85; 2017/18: 85)
	1.2.2 Increase in authorized civilian activities in the buffer zone (2015/16: 1,900; 2016/17: 2,200; 2017/18: 2,500)
	1.2.3 All issues raised by the minority communities on both sides are resolved
	1.2.4 Enhanced mapping and compliance tools to monitor civilian activities and to document non-compliance incidents in the buffer zone

Outputs

- Monthly verification and analysis of information (data and maps) in support of the management of civilian activity in the buffer zone
- Weekly humanitarian visits to Greek Cypriot and Maronite communities in the north
- Six meetings with relevant authorities to address housing, welfare, education, legal, employment and other issues affecting Turkish Cypriots in the south
- Daily meetings with local authorities and the civilian population to promote compliance with UNFICYP procedures on the civilian use of the buffer zone
- Daily assessment of applications for civilian access to and activity in the buffer zone
- Daily interactions with the authorities on the resolution of educational, cultural, religious, legal and other issues affecting the communities on both sides
- Monthly visits to places of detention and observation of judicial proceedings to monitor the well-being and situation (including non-discrimination) of minority prisoners and detainees on both sides of the island and to provide escorts for family visits, as needed
- Facilitation, through liaison with relevant authorities and civil society groups on both sides, of the conduct of pilgrimages and other religious and cultural observances to sites on both sides and in the buffer zone, including the provision of escorts, as needed
- Provision of legal advice on issues relating to the implementation of the UNFICYP mandate and civilian activities in the buffer zone

External factors

Both sides will cooperate in creating conditions for improved relations

Table 3
Human resources: component 1, political and civil affairs

	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Senior Advisor									
Approved posts 2016/17	–	1	2	–	1	**4**	–	–	**4**
Proposed posts 2017/18	–	1	2	–	1	**4**	–	–	**4**
Net change	–	–	–	–	–	–	–	–	–
Civil Affairs Section									
Approved posts 2016/17	–	–	3	1	1	**5**	12	–	**17**
Proposed posts 2017/18	–	–	3	1	1	**5**	15	–	**20**
Net change[b]	–	–	–	–	–	–	**3**	–	**3**
Public Information Section									
Approved posts 2016/17	–	–	1	1	–	**2**	3	–	**5**
Proposed posts 2017/18	–	–	1	1	–	**2**	3	–	**5**
Net change	–	–	–	–	–	–	–	–	–
Total, civilian staff									
Approved posts 2016/17	–	**1**	**6**	**2**	**2**	**11**	**15**	–	**26**
Proposed posts 2017/18	–	**1**	**6**	**2**	**2**	**11**	**18**	–	**29**
Net change[b]	–	–	–	–	–	–	**3**	–	**3**

[a] Includes National Professional Officers and national General Service staff.
[b] See table 4.

National staff: Increase of 3 national posts

Table 4
Human resources: Civil Affairs Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Post	+3	NGS	Programme Management Assistants	Establishment	
Net change[a]	**+3**				

Abbreviation: NGS, national General Service.
[a] See table 3.

24. The approved staffing establishment of the Civil Affairs Section consists of 17 posts (1 P-5, 2 P-4, 1 P-3, 1 Field Service, 4 National Professional Officer and 8 national General Service). The Civil Affairs Section focuses largely on the contribution of UNFICYP to the maintenance of law and order and a return to

normal conditions through regulation of civilian activities in the buffer zone, the delivery of humanitarian assistance and improvement of intercommunal relations.

25. UNFICYP will continue to extend its community outreach across all sectors in order to support the recent improvements in the political environment and to maintain good relations with local communities, by addressing issues before they escalate. As a result, daily interactions and ad hoc meetings with community leaders in the sectors, outreach meetings with community leaders and consultations/advisory meetings with farmers will continue to increase, following the trend of recent years (daily interactions increased from 173 in 2014/15 to 232 in 2015/16). The extension of community outreach will result in an increase in the number of applications for permits for civilian activities in the buffer zone, which has already more than doubled over the last decade from 816 in 2008/09 to 1,900 in 2015/16. The increase will require the Force to ensure compliance with established procedures on civilian activity in the buffer zone. The increase in the number of applications is due to a number of factors, including the completion of the demining of all but four known minefields in the buffer zone, the opening of seven crossings and the introduction at the end of 2013 of an integrated civilian-police-military approach to the management of the buffer zone. That approach has given the Force a deeper knowledge of the expectations of the local communities and has allowed more efficient processing of applications and more adequate and continuous response to persistent issues. It has also provided a broader network of established relations and has encouraged increased awareness of procedures related to civilian activities in the buffer zone. While the increased civilian activity is a welcome indicator of progress made towards a return to normal conditions, it could also contribute to increased tension between the sides, hence the need for daily monitoring of those activities and response to potential tensions.

26. While UNFICYP has historically relied on uniformed personnel to perform some of the tasks related to civilian activities in the buffer zone, 70 per cent of those tasks are carried out by civilian staff. The use of national civilian staff rather than uniformed personnel provides continuity as well as an inherent understanding of the local context and culture and the language skills required to liaise with local farmers and community leaders. In the light of the changing environment and the increased workload of the Civil Affairs Section as explained above, it is proposed that three posts of Programme Management Assistants (national General Service) be established to ensure adequate administration of civilian activities in the buffer zone.

Component 2: military

27. The UNFICYP military component will continue to focus on activities directly related to the maintenance of stability in the buffer zone, thereby helping to create conditions for improved relations between the communities. The military component will continue to adopt a proactive approach to the management and control of the buffer zone. The key priority will remain the prevention of any deterioration of the security situation, which could negatively affect the political process. In order to achieve its objectives, the military component will continue to patrol the buffer zone, maintain observation posts and facilitate liaison meetings, with both the opposing forces and civilian authorities. Tactical and operational meetings with the opposing forces will be used to ease tensions and resolve issues at

the lowest level, which will enable the Force to create the calm environment required to allow meaningful political engagement. The military component will continue to carry out mobile patrols (by air, vehicle, bicycle and foot), support additional crossings and ensure that permanent observation posts are fully staffed. Humanitarian demining activities will be implemented, as agreed by the sides, in pursuit of a mine-free Cyprus. The military component will continue to support the police and civil affairs components of the Force, as well as the efforts of the Secretary-General's good offices mission, as appropriate.

Expected accomplishments	*Indicators of achievement*
2.1 Maintenance of the ceasefire and the integrity of the United Nations buffer zone	2.1.1 Maintenance of the number of ceasefire violations to minimum levels (2015/16: 200; 2016/17: 250; 2017/2018: 250)

Outputs

- 75,796 mobile troop patrol days, comprising 70,200 troop patrol days (3 troops per patrol x 450 patrols per week x 52 weeks); 1,976 troop patrol days jointly with United Nations police (2 troops per patrol x 19 patrols per week x 52 weeks); 260 troop patrol days jointly with the Sector Civil Affairs Integrated Office (1 troop per patrol x 5 patrols per week x 52 weeks); and 3,360 troop air patrol days (of 4 troops per patrol x 70 patrols per month x 12 months)
- 5,720 military observer and liaison group mobile patrol days, comprising 1,872 patrol days in sector 1 (2 troops per patrol x 18 patrols per week x 52 weeks); 1,560 patrol days in sector 2 (2 troops per patrol x 15 patrols per week x 52 weeks); and 2,288 patrol days in sector 4 (2 troops per patrol x 22 patrols per week x 52 weeks)
- 10,220 operational/base duty troop days of United Nations installations in 6 camp areas, comprising 3,285 troop days in sector 1, Camp Saint Martin (5 troops per camp x 365 days) and Roca Camp (4 troops per camp x 365 days); 2,190 troop days in sector 2, Wolseley Barracks (6 troops per camp x 365 days); 1,825 troop days in sector 4, Camp General Stefanik (4 troops per camp x 365 days) and Camp Szent István (1 troop per camp x 365 days); and 2,920 troop days in the United Nations Protected Area (8 troops per camp x 365 days)
- 12,045 permanent observation post troop days (11 posts x 1 soldier per post x 3 shifts x 365 days)
- 365 daylight observation post troop days (1 post x 1 soldier per post x 365 days)
- 23,725 troop days to maintain the security of United Nations installations in 6 camp areas, comprising 2,920 troop days in sector 1, Camp Saint Martin and Roca Camp (2 troops per camp x 2 camps x 2 shifts x 365 days); 2,920 troop days in sector 2, Wolesley Barracks (8 troops per camp, x 365 days); 4,380 troop days in sector 4, Camp General Stefanik and Camp Szent István (3 troops per camp x 2 camps x 2 shifts x 365 days); and 13,505 troop days in the United Nations Protected Area (37 troops per camp x 365 days)
- 1,320 air support and air patrol hours (110 flying hours per month x 12 months) covering the full length of the buffer zone
- 6,955 daily liaison contacts with opposing forces at all levels on buffer zone-related issues, comprising 1,480 contacts at the UNFICYP headquarters level (14 contacts per week x 52 week by x 2 liaison officers, 1 contact per month x 12 by the Force Commander, 1 contact per month x 12 by the Chief of Staff) and 5,475 contacts at the sector level (15 contacts x 365 days)

- 52,560 troop platoon-size quick-reaction reserve days, comprising 17,520 sector reserve quick-reaction reserve days (16 troops per platoon x 3 sectors x 365 days) with 2 hours' notice to move; 9,855 quick-reaction reserve days (9 troops per platoon x 3 sectors x 365 days) with 30 minutes' notice to move; 18,250 Mobile Force Reserve quick-reaction reserve days (25 troops per platoon x 2 platoons x 365 days) with 2 hours' notice to move; 2,190 quick-reaction reserve days (3 troops x 2 sections x 365 days); 1,095 helicopter quick-reaction reserve days (3 troops x 1 helicopter x 365 days) with 30 minutes' notice to move; and 3,650 military police patrol days (2 Force military police per patrol x 5 patrols per day x 365 days)
- Daily monitoring of the buffer zone by closed-circuit television systems, target location systems, global positioning systems and night observation capability
- 3,850 troop support days, comprising 1,250 support days to United Nations agencies, funds and programmes, the good offices and other actors engaged in confidence-building, reconciliation and humanitarian matters, meetings of leaders and representatives of the two sides; 150 troop support days for official events; 500 troop support days for humanitarian resupply activities; and 1,950 troop support days for military assistance at community events, including pilgrim activities, commemorations, demonstrations and intercommunal meetings
- Maintenance and monitoring of 11,592 m of minefield fencing at the remaining 4 minefields; surveys and clearance of hazardous areas in support of force protection and confidence-building measures

External factors

Opposing forces will cooperate

Table 5
Human resources: component 2, military

Category									**Total**
I. Military contingents									
Approved 2016/17									**862**
Proposed 2017/18									**862**
Net change									–
	International staff								
II. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	**Subtotal**	*National staff*[a]	*United Nations Volunteers*	**Total**
Office of the Force Commander									
Approved posts 2016/17	–	1	–	–	1	**2**	2	–	**4**
Proposed posts 2017/18	–	1	–	–	1	**2**	2	–	**4**
Net change	–	–	–	–	–	–	–	–	–
Total (I and II)									
Approved 2016/17	–	**1**	–	–	**1**	**2**	**2**	–	**866**
Proposed 2017/18	–	**1**	–	–	**1**	**2**	**2**	–	**866**
Net change	–	–	–	–	–	–	–	–	–

[a] National General Service staff.

Component 3: United Nations police

28. In line with the mandate of UNFICYP, the police component will continue to contribute to the maintenance of law and order in the buffer zone, with a focus on promoting trust between the two communities and police services and on activities related to the civilian use of the buffer zone. This goal will require the United Nations police to reinforce its support for other components by enhancing its patrolling activities and continuing to build on its relationships with the respective police authorities and services and with non-governmental organizations from both sides, in order to develop more effective anti-crime strategies and to facilitate, as necessary, the investigation of crimes in the buffer zone. To that end, the United Nations police will continue to explore ways to promote cooperation between police authorities of both sides in relation to criminal activities affecting the two communities. Those efforts will also serve to reinforce the United Nations police support for the military and civilian components of UNFICYP. Furthermore, the United Nations police will continue to provide support for the Secretary-General's good offices mission in connection with the implementation of confidence-building measures, namely, the facilitation of the meetings of the Technical Committee on Crime and Criminal Matters and the provision of technical assistance to and oversight of the Joint Communications Room. The United Nations police will also continue to provide support for the operation of the seven crossing points, the number of which is expected to increase to nine in 2017/18.

Expected accomplishments	*Indicators of achievement*
3.1 Enhanced law enforcement in the United Nations buffer zone	3.1.1 Decrease in the number of serious incidents/violations as a result of increased preventive measures and cooperation with respective police services and other law enforcement agencies (2015/16: 295; 2016/17: 160, 2017/18: 155)

Outputs

- 5,840 United Nations police patrol days (2 officers x 8 police teams x 365 days)
- 5,110 United Nations police days monitoring crossing points (2 officers x 7 crossing points x 365)
- 520 United Nations police days of humanitarian assistance to Greek Cypriots and Maronites in the north and Turkish Cypriots in the south (2 officers x 5 days per week x 52 weeks)
- 3,952 United Nations police days performing activities related to the regulation of civilian use of the United Nations buffer zone (7 police officers x 5 days per week x 52 weeks = 1,820, plus 41 police officers x 1 day per week x 52 weeks = 2,132)
- 312 United Nations police days of liaison with respective police authorities and other law enforcement agencies (2 officers x 3 days of meetings per week x 52 weeks)
- 728 United Nations police days for the facilitation of escorts at the Limnitis/Yeşilırmak crossing point (2 police officers per day x 7 days per week x 52 weeks)

- 48 United Nations police days of technical assistance to the Technical Committee on Crime and Criminal Matters (1 officer x 1 day of meetings per week x 48 weeks)
- 260 United Nations police days of liaison and monitoring for the Joint Communications Room (1 police officer x 5 days per week x 52 weeks)

External factors

Police authorities of both sides will cooperate

Table 6
Human resources: component 3, United Nations police

Category									***Total***
I. United Nations police									
Approved 2016/17									**69**
Proposed 2017/18									**69**
Net change									–
	International staff								
II. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Senior Police Adviser									
Approved posts 2016/17	–	–	1	–	–	**1**	1	–	**2**
Proposed posts 2017/18	–	–	1	–	–	**1**	1	–	**2**
Net change	–	–	–	–	–	–	–	–	–
Total (I and II)									
Approved 2016/17	–	–	**1**	–	–	**1**	**1**	–	**71**
Proposed 2017/18	–	–	**1**	–	–	**1**	**1**	–	**71**
Net change	–	–	–	–	–	–	–	–	–

[a] National General Service staff.

Component 4: support

29. The support component will continue to provide effective and efficient logistical, administrative and security services in support of the implementation of the mandate of the Force through the delivery of related outputs, the implementation of service improvements and the realization of efficiency gains. Support will be provided to 888 military contingent personnel, 69 United Nations police officers and 160 civilian staff. The range of support will comprise all support services, including HIV/AIDS programmes, personnel administration, finance, health care, geospatial information and telecommunications technology, air and surface transportation, and supply. To improve comparability and accountability for the performance of these services, the component has strengthened its results-based budgeting framework.

Expected accomplishments	*Indicators of achievement*
4.1 Rapid, effective, efficient and responsible support services for the Force	4.1.1 Percentage of approved flight hours utilized (excluding search and rescue and medical evacuation/casualty evacuation) (2015/16: 80 per cent; 2016/17: ≥ 90 per cent; 2017/18: ≥ 90 per cent)
	4.1.2 Cancelled prior-year budget obligations as a percentage of prior-period obligations carried forward (2015/16: 12.3 per cent; 2016/17: ≤ 5 per cent; 2017/18: ≤ 5 per cent)
	4.1.3 Average annual percentage of authorized international posts vacant (2015/16: 3 per cent; 2016/17: 5 per cent; 2017/18: 6 per cent)
	4.1.4 Average annual percentage of female international civilian staff (2015/16: 52 per cent 2016/17: ≥ 50 per cent; 2017/18: ≥ 50 per cent)
	4.1.5 Average number of working days for roster recruitments, from closing of the job opening to selection, for all international staff selections (2015/16: 24; 2016/17: ≤ 50; 2017/18: ≤ 48)
	4.1.6 Average number of working days for post-specific recruitments, from closing of the job opening to selection, for all international staff selections (2017/18: ≤ 130)
	4.1.7 Overall score on the Department of Field Support environmental management scorecard (2017/18: 100 per cent)
	4.1.8 Percentage of all information and communications technology incidents resolved within the established targets for high, medium and low criticality (2016/17: ≥ 85 per cent; 2017/18: ≥ 85 per cent)
	4.1.9 Compliance with the field occupational safety risk management policy (2015/16: 70 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)
	4.1.10 Overall score on the Department of Field Support property management index based on 20 underlying key performance indicators (2015/16: 1,872; 2016/17: ≥ 1,800; 2017/18: ≥ 1,800)
	4.1.11 Percentage of contingent personnel in United Nations accommodations that are compliant with standards on 30 June, in line with memorandums of understanding (2016/17: 100 per cent; 2017/18: 100 per cent)

4.1.12 Compliance with United Nations standards for delivery, quality and stock management of rations (2015/16: 99 per cent; 2016/17: ≥ 95 per cent; 2017/18: ≥ 95 per cent)

4.1.13 Road traffic accidents per month (2015/16: 3.1; 2016/17: 3; 2017/18: 3)

Outputs

Service improvements

- Implementation of the mission-wide environmental action plan in line with the Department of Field Support environment strategy
- Support to the implementation of the Department of Field Support supply chain management strategy and blueprint
- Replacement of 25 per cent of photocopiers and digital senders with more efficient multifunctional devices to reduce the costs of maintenance and decrease the consumption of electricity

Aviation services

- Operation and maintenance of 3 rotary-wing aircraft
- Provision of a total of 1,320 planned flight hours for all services, including passenger, cargo, patrol and observation, search and rescue, and casualty and medical evacuation services
- Oversight of aviation safety standards for 3 aircraft and 17 airfields and landing sites

Budget, finance and reporting services

- Provision of budget, finance and reporting services for a budget of $56.7 million inclusive of budgeted voluntary contributions in kind in the amount of $0.7 million, in line with delegated authority

Civilian personnel services

- Provision of human resources services for up to 160 authorized civilian personnel (38 international staff and 122 national staff), including support for claims, entitlements and benefits processing, travel, recruitment, post management, budget preparation, training and staff performance management, in line with delegated authority
- Provision of human resource services to the Secretary-General's good offices mission in Cyprus and the Committee on Missing Persons, including support for claims, entitlements and benefits processing, travel, recruitment, post management, budget preparation, training and staff performance management, in line with delegated authority

Facility, infrastructure and engineering services

- Maintenance and repair services for 57 mission sites in 26 locations, including the fulfilment of a yearly average of 3,800 service requests
- Implementation of 7 construction, renovation and alteration projects, including maintenance of 100 km of roads and 17 helicopter landing sites
- Operation and maintenance of 59 United Nations-owned generators

- Operation and maintenance of United Nations-owned water supply and treatment facilities (including 6 purification plants) at 4 mission sites
- Provision of waste management services, including liquid and solid waste collection and disposal, at 26 mission sites
- Provision of cleaning, ground maintenance, pest control and laundry services at 26 mission sites and catering services at 6 mission sites

Fuel management services

- Management of supply and storage of 1,152,331 litres of fuel (233,800 for air operations, 728,757 for ground transportation and 189,774 for generators and other facilities) and of oil and lubricants across distribution points and storage facilities

Geospatial, information and telecommunications technology services

- Provision of and support for 322 handheld portable radios, 215 mobile radios for vehicles and 48 base station radios
- Operation and maintenance of a network for voice, fax, video and data communication, 8 telephone exchanges, 31 microwave links and 5 broadband global area network terminals and provision of 361 satellite and mobile phone service plans
- Provision of and support for 255 computing devices and 45 printers for an average strength of 295 civilian and uniformed end users, in addition to 190 computing devices and 19 printers for connectivity of contingent personnel, as well as other common services
- Support and maintenance of 6 local area networks and wide area networks at 25 sites
- Analysis of geospatial data covering 10,000 km2, maintenance of topographic and thematic layers and production of 300 maps

Medical services

- Operation and maintenance of United Nations-owned medical facilities (4 level I clinics/dispensaries and 7 first aid stations) and support for contingent-owned medical facilities (2 level I clinics,) in 6 locations
- Maintenance of medical evacuation arrangements to 7 medical facilities (2 level III and 5 level IV) in 4 locations inside the mission area

Supply chain management services

- Provision of supply chain management services, including planning and sourcing support, for the acquisition of goods and commodities at an estimated value of $6.1 million, and management, accounting and reporting of property, plant and equipment, financial and non-financial inventories and equipment below the threshold, with a total historical cost of $22.6 million, in line with delegated authority

Uniformed personnel services

- Emplacement, rotation and repatriation of a maximum strength of 957 authorized military and police personnel (52 military staff officers, 836 contingent personnel and 69 United Nations police officers)

- Inspection and verification of and reporting on contingent-owned major equipment and self-sustainment compliance for 3 military units at 4 geographical sites
- Supply and storage of rations, combat rations and water for an average strength of 888 military contingent personnel
- Support for the processing of claims and entitlements for an average strength of 955 military and police personnel
- Support for the processing of 16 outside-mission travel requests for non-training purposes and 1 travel request for training purposes

Vehicle management and ground transportation services

- Operation and maintenance of 186 United Nations-owned vehicles (128 light passenger vehicles, 30 special-purpose vehicles, 4 ambulances, 1 armoured vehicle and 23 other specialized vehicles, trailers and attachments), 32 contingent-owned vehicles and 80 rented vehicles and provision of road safety and other transport services

Security

- Preparation and submission of up-to-date key security documents, including the country-specific security plan, security risk assessments, incident reports, security updates and reviews, and country evacuation and reception security reports
- Implementation of adequate fire safety measures to ensure effective fire emergency response, mitigation and prevention for all United Nations facilities
- Issuance of over 1,300 United Nations identity cards and United Nations Protected Area access passes to various categories of personnel that require access to the United Nations Protected Area and the Blue Beret Camp
- Coordination of close protection of senior staff of the Force and visiting high-level officials
- Conduct of residential surveys for the designated official/Head of Mission and other staff members
- Induction security training and primary fire training/drills for all new mission staff

Conduct and discipline

- In collaboration with the Regional Conduct and Discipline Section, implementation of a conduct and discipline and sexual exploitation and abuse programme for all military, police and civilian personnel, including training, prevention and monitoring activities and recommendations on remedial action where misconduct has occurred
- Implementation of board of inquiry procedures in accordance with Department of Peacekeeping Operations/Department of Field Support guidelines

HIV/AIDS

- In collaboration with the UNIFIL HIV/AIDS Unit, implementation of 2 HIV voluntary and confidential counselling and testing campaigns targeting all categories of Force personnel

- Implementation of social and behavioural change communication aimed at HIV prevention, including sensitization, peer education, information and communications materials for all Force personnel

External factors

Several factors may have an impact on the ability to deliver proposed outputs as planned, including changes in the political, security, economic and humanitarian context, other instances of force majeure, changes in the mandate during the reporting period and variances in host Government compliance with the provisions of the status-of-forces agreement.

Table 7
Human resources: component 4, support

Category										*Total*
I. Military contingents										
Approved 2016/17										**26**
Proposed 2017/18										**26**
Net change										**–**
	International staff									
II. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Security Section									
Approved posts 2016/17	–	–	1	–	1	**2**	3	–	**5**
Proposed posts 2017/18	–	–	1	–	1	**2**	3	–	**5**
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Office of the Chief of Mission Support									
Approved posts 2016/17	–	1	1	–	1	**3**	5	–	**8**
Proposed posts 2017/18	–	1	1	–	1	**3**	6	–	**9**
Net change[b]	**–**	**–**	**–**	**–**	**–**	**–**	**1**	**–**	**1**
Human Resources Management Section									
Approved posts 2016/17	–	–	1	–	–	**1**	5	–	**6**
Proposed posts 2017/18	–	–	1	1	–	**2**	5	–	**7**
Net change[c]	**–**	**–**	**–**	**1**	**–**	**1**	**–**	**–**	**1**
Finance and Budget Section									
Approved posts 2016/17	–	–	1	–	–	**1**	10	–	**11**
Proposed posts 2017/18	–	–	1	–	–	**1**	9	–	**10**
Net change[d]	**–**	**–**	**–**	**–**	**–**	**–**	**(1)**	**–**	**(1)**

Procurement Section									
Approved posts 2016/17	–	–	1	–	–	1	7	–	8
Proposed posts 2017/18	–	–	1	–	–	1	7	–	8
Net change	–	–	–	–	–	–	–	–	–
Geospatial Information and Telecommunications Technology Services									
Approved posts 2016/17	–	–	–	1	7	8	12	–	20
Proposed posts 2017/18	–	–	–	1	7	8	12	–	20
Net change	–	–	–	–	–	–	–	–	–
Engineering and Facilities Management Section									
Approved posts 2016/17	–	–	–	1	–	1	20	–	21
Proposed posts 2017/18	–	–	–	1	–	1	20	–	21
Net change	–	–	–	–	–	–	–	–	–
Service Delivery Section									
Approved posts 2016/17	–	–	–	–	1	1	23	–	24
Proposed posts 2017/18	–	–	–	–	1	1	23	–	24
Net change	–	–	–	–	–	–	–	–	–
Supply Chain Management Section									
Approved posts 2016/17	–	–	–	–	–	–	16	–	16
Proposed posts 2017/18	–	–	–	–	–	–	16	–	16
Net change	–	–	–	–	–	–	–	–	–
Subtotal, civilian staff									
Approved posts 2016/17	–	1	5	2	10	18	101	–	119
Proposed posts 2017/18	–	1	5	3	10	19	101	–	120
Net change	–	–	–	1	–	1	–	–	1
Total (I and II)									
Approved 2016/17	–	1	5	2	10	18	101	–	145
Proposed 2017/18	–	1	5	3	10	19	101	–	146
Net change	–	–	–	1	–	1	–	–	1

[a] National General Service staff.
[b] See table 8.
[c] See table 9.
[d] See table 10.

International staff: increase of 1 international post

Office of Chief of Mission Support

Table 8
Human resources: Immediate Office of the Chief of Mission Support

	Change	*Level*	*Functional title*	*Post action*	*Description*
Post	+1	NGS	Contracts Management Assistant	Establishment	
Net change[a]	**+1**				

Abbreviation: NGS, national General Service.
[a] See table 7.

30. The approved staffing establishment of the Immediate Office of the Chief of Mission Support consists of 8 posts (1 Chief of Mission Support (D-1), 1 Deputy Chief of Mission Support (P-5), 1 Administrative Officer (Field Service), 4 Administrative Assistants (national General Service) and 1 Administrative Clerk (national General Service)). The Office of the Chief of Mission Support is mandated to ensure the effective and efficient provision of administrative, logistics, technical and operational support services to mandated activities across the Force.

31. Contracts management is a critical function of the support component. UNFICYP does not currently have dedicated staff performing contracts management functions, which hinders the ability of the Force to manage contracts adequately. The increased capacity to monitor the performance of contracts on a regular basis will enable the Force to ensure that goods and services are provided to support the Force's operations on schedule and within budget. Adequate management of contracts will also ensure that quality standards are met, especially for the highest-risk and most complex contracts. Accordingly, it is proposed that one post of Contracts Management Assistant (national General Service), as shown in table 8, be established. The incumbent will ensure effective management of contracts for the acquisition of goods and services and will assist in monitoring quality assurance plans of contracts. The incumbent will also ensure that potential conflicts and performance issues are identified and addressed by management and that corrective actions are taken in a timely manner, to eliminate operational and financial risks.

Table 9
Human resources: Human Resources Management Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Post	+1	P-3	Human Resources Officer	Establishment	
Net change[a]	**+1**				

[a] See table 7.

32. The approved staffing establishment of the Human Resources Management Section consists of 6 posts (1 Chief Human Resources Management Officer (P-4), 4 Human Resources Assistants (national General Service) and 1 Travel Assistant

(national General Service)). The Human Resources Management Section falls under the mission support pillar and is responsible for the management of human resources functions of UNFICYP, including (a) recruitment and promotion of staff; (b) recruitment of consultants and individual contractors; (c) post classification and management; (d) administration of staff, consultants, individual contractors and related entitlements; and (e) administration of the staff appraisal and development system. The Section is also responsible for providing human resources management support to the Office of the Special Adviser of the Secretary-General and the Committee on Missing Persons.

33. At the current staffing establishment, there are deficiencies in terms of operational and management capacity which have resulted in delays in the implementation of plans and programmes aimed at providing effective and efficient support and improving client service in the various areas of human resources management. Strengthening the human resources management capacity of UNFICYP with an international post will provide the Force with much-needed professional knowledge and skills to support international recruitment and manage training and staff development of international and national staff. In recent years, the number of recruitments of staff, individual contractors and consultants has increased significantly for both UNFICYP and the Office of the Special Advisor of the Secretary-General, which is supported by UNFICYP. In addition, the ratio of human resources staff to the total number of staff (3.9 per cent) in UNFICYP is lower than the ratios of other peacekeeping missions of similar size. Accordingly, it is proposed that one post of Human Resources Officer (P-3), as shown in table 9, be established. The incumbent will provide the leadership and change management skills required to address the previously identified shortfalls in the areas of professional development and training, recruitment and onboarding of personnel.

Table 10
Human resources: Finance and Budget Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Post	-1	NGS	Finance Assistant	Abolishment	
Net change[a]	**-1**				

Abbreviation: NGS, national General Service.
[a] See table 7.

34. The approved staffing establishment of the Finance and Budget Section consists of 11 posts (1 Chief Finance and Budget Officer (P-4), 2 Senior Finance Assistants (national General Service), 1 Senior Budget Assistant (national General Service), 5 Finance Assistants (national General Service), 1 Budget Assistant (national General Service) and 1 Cashier (national General Service)). Certain payroll functions will be streamlined as the result of the roll-out of Umoja. Accordingly, it is proposed that one post of Finance Assistant, as shown in table 10, be abolished.

35. The implementation of Umoja as a single integrated system across all missions has enabled the Organization to centralize payroll processing for all field-based

national staff and uniformed personnel at the Regional Service Centre in Entebbe, Uganda, and the Kuwait Joint Support Office. As from November 2016, payroll for UNFICYP national staff will be processed by the Kuwait Joint Support Office. Centralization of payroll services and other entitlements requires a redistribution of finance staff from the affected missions. In that regard, one Finance Assistant post (national General Service) has been relocated to the Kuwait duty station. This temporary arrangement will remain in effect pending a decision by the General Assembly on the global service delivery model.

II. Financial resources

A. Overall

(Thousands of United States dollars. Budget year is 1 July to 30 June.)

	Expenditures (2015/16)	*Apportionment (2016/17)*	*Cost estimates (2017/18)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
Military and police personnel					
Military observers	–	–	–	–	–
Military contingents	20 010.9	21 127.8	21 699.4	571.6	2.7
United Nations police	2 115.8	2 165.4	2 257.0	91.6	4.2
Formed police units	–	–	–	–	–
Subtotal	**22 126.7**	**23 293.2**	**23 956.4**	**663.2**	**2.8**
Civilian personnel					
International staff	5 066.4	5 575.7	5 655.8	80.1	1.4
National staff	7 660.9	7 775.4	7 588.8	(186.6)	(2.4)
United Nations Volunteers	–	–	–	–	–
General temporary assistance	155.0	192.0	192.0	–	–
Government-provided personnel	–	–	–	–	–
Subtotal	**12 882.3**	**13 543.1**	**13 436.6**	**(106.5)**	**(0.8)**
Operational costs					
Civilian electoral observers	–	–	–	–	–
Consultants	39.5	48.0	40.1	(7.9)	(16.5)
Official travel	275.9	283.0	305.8	22.8	8.1
Facilities and infrastructure	6 274.4	7 634.5	7 948.9	314.4	4.1
Ground transportation	2 311.0	2 523.2	2 961.3	438.1	17.4
Air operations	2 210.8	2 670.5	2 665.6	(4.9)	(0.2)
Naval transportation	2.9	–	–	–	–
Communications	633.4	746.2	793.3	47.1	6.3
Information technology	1 146.3	1 018.5	930.8	(87.7)	(8.6)
Medical	376.6	441.4	443.4	2.0	0.5
Special equipment	–	–	–	–	–
Other supplies, services and equipment	1 211.1	2 648.3	2 558.6	(89.7)	(3.4)
Quick-impact projects	–	–	–	–	–
Subtotal	**14 481.9**	**18 013.6**	**18 647.8**	**634.2**	**3.5**
Gross requirements	**49 490.9**	**54 849.9**	**56 040.8**	**1 190.9**	**2.2**
Staff assessment income	2 164.7	2 242.3	2 250.4	8.1	0.4
Net requirements	**47 326.2**	**52 607.6**	**53 790.4**	**1 182.8**	**2.2**
Voluntary contributions in kind (budgeted)[a]	641.7	710.2	651.2	(59.0)	(8.3)
Total requirements	**50 132.6**	**55 560.1**	**56 692.0**	**1 131.9**	**2.0**

[a] Cost estimates for 2017/18 are inclusive of $651,200 from the Government of Cyprus.

B. Non-budgeted contributions

36. The estimated value of non-budgeted contributions for the period from 1 July 2017 to 30 June 2018 is as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Status-of-forces agreement[a]	849.1
Voluntary contributions in kind (non-budgeted)	–
Total	**849.1**

[a] Market value of the costs of United Nations observation posts and office and accommodation facilities provided by the Government of Cyprus to UNFICYP at no cost for military contingents and United Nations police units, including the UNFICYP headquarters complex.

C. Efficiency gains

37. The cost estimates for the period from 1 July 2017 to 30 June 2018 take into account the following efficiency initiatives:

(Thousands of United States dollars)

Category	*Amount*	*Initiative*
Service delivery	9.3	The continued use of solar panels and the connection of observation posts to the national grid, which took place during the 2016/17 period, will enable the Force to reduce the number of generators from 89 to 59 and therefore decrease the consumption of fuel
Ground transportation	17.5	The implementation of the electronic fuel management system in 2017 will enable the Force to further reduce the consumption of fuel for vehicles
Facilities and infrastructure	84.5	Installation of solar panels in two camps, in accordance with the Greening Initiative 2020/50, and of 100 photovoltaic power security lights will enable the Force to reduce its consumption of electricity. In addition, the installation of two environmentally friendly wastewater treatment plants will lead to a decrease in the costs for waste disposal services
Communications	23.0	The switch from dedicated terrestrial leased lines to multiprotocol label switching, a centralized Headquarters systems contract, which resulted in lower monthly fees, while maintaining reliable and effective connectivity with the United Nations Global Service Centre in Brindisi, Italy, and Valencia, Spain
Umoja benefits realization	84.3	The implementation of Umoja has enabled the Organization to centralize the processing of payroll and speed up the processing and payment of invoices. As a result, the Force will realize benefits with the proposed abolishment of one Finance Assistant (national General Service) and expect discounts from vendors owing to prompt payment of invoices
Total	**218.6**	

D. Vacancy factors

38. The cost estimates for the period from 1 July 2017 to 30 June 2018 take into account the following vacancy factors:

(Percentage)

Category	*Actual 2015/16*	*Budgeted 2016/17*	*Projected 2017/18*
Military and police personnel			
Military observers	–	–	–
Military contingents	0.1	1.0	–
United Nations police	8.7	10.0	3.0
Formed police units	–	–	–
Civilian personnel			
International staff	3.0	5.0	6.0
National staff			
National Professional Officers	–	10.0	–
National General Service staff	4.3	3.0	4.0

39. The proposed vacancy factors for military and police personnel take into account recent deployment patterns. The proposed vacancy factors for international and national staff take into account current fiscal year-to-date average rates, historical incumbency patterns and proposed staffing changes.

E. Contingent-owned equipment: major equipment and self-sustainment

40. Requirements for the period from 1 July 2017 to 30 June 2018 are based on standard reimbursement rates for major equipment and self-sustainment, as follows:

	Estimated amount		
Category	*Military contingents*	*Formed police units*	*Total*
Major equipment	1 237.2	–	1 237.2
Self-sustainment	189.0	–	189.0
Total	**1 426.2**	**–**	**1 426.2**

Mission factors	*Percentage*	*Effective date*	*Last review date*
A. Applicable to Mission area			
Extreme environmental condition factor	–	–	–
Intensified operational condition factor	–	–	–
Hostile action/forced abandonment factor	–	–	–
B. Applicable to home country			
Incremental transportation factor	0.25-3.75		

F. Training

41. The estimated resource requirements for training for the period from 1 July 2017 to 30 June 2018 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Official travel	
Official travel, training	80.0
Other supplies, services and equipment	
Training fees, supplies and services	27.5
Total	**107.5**

42. The number of participants planned for the period from 1 July 2017 to 30 June 2018, compared to previous periods, is as follows:

(Number of participants)

	International staff			*National staff*			*Military and police personnel*		
	Actual 2015/16	*Planned 2016/17*	*Proposed 2017/18*	*Actual 2015/16*	*Planned 2016/17*	*Proposed 2017/18*	*Actual 2015/16*	*Planned 2016/17*	*Proposed 2017/18*
Internal	1	3	–	1	18	–	1	–	–
External[a]	11	17	12	17	11	18	3	5	1
Total	**12**	**20**	**12**	**18**	**29**	**18**	**4**	**5**	**1**

[a] Includes the United Nations Logistics Base at Brindisi, Italy, and outside the mission area.

43. The training programme for the 2017/18 period reflects the proposed requirements of $107,500, with emphasis placed on enhancing the technical skills of UNFICYP staff through training of local process experts and other Umoja training activities. The training courses will also cover the areas of administration, budget, finance, information technology, leadership, organizational development, contract management and property management. The increase in the number of national staff participants is attributable to the ongoing measures to strengthen the capacity of national staff.

G. Mine detection and mine-clearing services

44. The estimated resource requirements for mine detection and mine-clearing services for the period from 1 July 2017 to 30 June 2018 are as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Other supplies, services and equipment	
Mine detection and mine-clearing services	1 768.1

45. During the 2017/18 period, UNFICYP will continue the demining activities that began in the 2015/16 period on a small scale and were extended during the 2016/17 period. The demining activities continue to contribute to ongoing confidence-building measures and ultimately help achieve a mine-free Cyprus. The proposed budget for the 2017/18 period includes a provision of $1,768,100 for services that will be managed and supervised by the Mine Action Service and contracted through the United Nations Office for Project Services. The provision includes costs for personnel, travel, contractual services and other operational costs. In line with the operations during the 2016/17 period, the programme will involve: (a) non-technical surveys of suspected hazardous areas and minefields; (b) technical surveys of minefields; (c) the disposal of explosive ordnance devices; (d) the disposal of landmines and other explosive devices; and (e) the clearance of explosives remnants of war where needed.

46. The demining operations will focus on: (a) maintaining dedicated demining capacity to prevent disruptions in the clearance of minefield areas designated by the Greek Cypriot and Turkish Cypriot leaders, in preparation for the potential settlement, including the four remaining minefields in the buffer zone; (b) providing continued support to the Committee on Missing Persons through the removal of mines and explosive remnants of war at sensitive sites in order to ensure the safety of their personnel and operations; and (c) providing rapid response to emergency clearance of mine wash or other explosive remnants of war in the buffer zone. The operations will directly reduce the threats of mines and explosive remnants of war to the civilian population and UNFICYP peacekeepers and staff and will positively contribute to preparations for a settlement agreement, confidence-building measures and, ultimately, a mine-free Cyprus.

III. Analysis of variances

47. The standard terms applied with respect to the analysis of resources variances in this section are defined in annex I.B to the present report. The terminology used is the same as that used in previous reports.

	Variance	
Military contingents	$571.6	2.7%

• Cost parameters: change in troop reimbursement rates

48. The increased requirements are attributable primarily to the impact of the single rate of reimbursement of $1,410 for standard troop costs approved by the General Assembly in its resolution 68/281, compared with the rate of $1,365 applied in the approved budget for the 2016/17 period, and the non-application of a vacancy

factor in the computation of costs for standard troop reimbursement, travel on emplacement, rotation and repatriation and rations, compared with the approved budget for the 2016/17 period, in which a 1 per cent vacancy factor was applied. The increased requirements are offset in part by the applied exchange rate of 0.96 euro per United States dollar in the computation of mission subsistence allowance and rations, compared with the exchange rate of 0.91 euro per United States dollar applied in the approved budget for the 2016/17 period.

	Variance	
International staff	$80.1	1.4%

- **Management: increased input and output**

49. The increased requirements are attributable to the proposed establishment of a Gender Affairs Officer and a Human Resources Officer at the P-3 level. The increased requirements are offset in part by the application of the lower post adjustment rate of 9.5 per cent compared with the rate of 15 per cent applied in the approved budget for the 2016/17 period.

	Variance	
National staff	($186.6)	(2.4%)

- **Management: reduced input same output**

50. The reduced requirements are attributable primarily to the applied exchange rate of 0.96 euro per United States dollar, compared with the exchange rate of 0.91 euro per United States dollar applied in the approved budget for the 2016/17 period and the application of a vacancy factor of 4 per cent in the computation of national General Services staff salary costs, compared with the factor of 3 per cent applied in the approved budget for the 2016/17 period. The reduced requirements are offset in part by: (a) the non-application of a vacancy factor in the computation of the salary costs for National Professional Officers, compared with the rate of 10 per cent applied in the approved budget for the 2016/17 period; and (b) the proposed establishment of three new National Professional Officer posts.

	Variance	
Consultants	($7.9)	(16.5%)

- **Management: reduced input and output**

51. The reduced requirements are attributable to the budgeting of the costs for training services of the Senior Mission Administration and Resource Training Programme under other supplies, services and equipment, in line with the nature of the activity. Those costs were provided for under consultants in the approved budget for the 2016/17.

	Variance	
Official travel	$22.8	8.1%

- **Management: increased input and output**

52. The increased requirements are attributable primarily to travel related to political consultations, as a result of the improved political environment, official meetings and participation in conferences critical to operational needs and proposed travel for training of local process experts and other training activities related to Umoja.

	Variance	
Facilities and infrastructure	$314.4	4.1%

- **Management: increased input and output**

53. The increased requirements are attributable primarily to: (a) the proposed continuation of the three-year Greening Initiative 2020/50, which began during the 2016/17 period and will enable the Force to produce up to 50 per cent of its electricity from renewable energy resources by 2020, to install additional solar panels; and (b) the proposed acquisition of two environmentally friendly waste treatment plants. Both initiatives are in line with Secretary-General's efforts to reduce pollution in peacekeeping missions, and reduce costs in the long run by reducing the consumption of fuel and using in-house resources for waste disposal. The increased requirements are offset in part by the anticipated lower costs for utilities and waste disposal.

	Variance	
Ground transportation	$438.1	17.4%

- **Management: increased input and output**

54. The increased requirements are attributable primarily to the proposed acquisition of 24 vehicles — 5 minibuses to replace old vehicles that have exceeded their useful lives and 19 light passenger vehicles to begin the five-year plan to phase out the lease of vehicles in line with the results of the cost-benefit analysis and in accordance with General Assembly resolution 70/273. The increased requirements are offset in part by the proposed lower quantity of fuel of 728,757 litres, compared with the quantity of 800,108 litres included in the approved budget for the 2016/17 period.

	Variance	
Communications	$47.1	6.3%

- **Management: increased input and output**

55. The increased requirements are attributable primarily to: (a) the proposed activities for strategic communications support to the ongoing political negotiations process, including the engagement of television production and broadcasting services to create promotional videos to support the work of the technical

committees, to increase mine action awareness and promote demining activities, and to promote the panel discussions on gender issues; (b) the proposed replacement of old communications equipment that has exceeded its useful life; and (c) the acquisition of an additional microwave link in order to re-open observation post 38.

	Variance	
Information technology	($87.7)	(8.6%)

- **Management: increased input and output**

56. The reduced requirements are attributable primarily to the lower requirements for centralized shared costs for information technology compared with the provision for the 2016/17 period.

IV. Actions to be taken by the General Assembly

57. **The actions to be taken by the General Assembly in connection with the financing of the United Nations Peacekeeping Force in Cyprus are:**

(a) **Appropriation of the amount of $56,040,800 for the maintenance of the Force for the 12-month period from 1 July 2017 to 30 June 2018, including $24,430,100 to be funded through voluntary contributions from the Government of Cyprus ($17,930,100) and from the Government of Greece ($6,500,000);**

(b) **Assessment of the amount of $31,610,700, representing the balance of the appropriation in subparagraph (a) above at a monthly rate of $2,634,225 should the Security Council decide to continue the mandate of the Force.**

V. Summary of follow-up action taken to implement the decisions and requests made by the General Assembly in its resolutions 70/286 and 70/273, including requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly

A. General Assembly

(Resolution 70/286)

Decision/request	*Action taken to implement decision/request*
Requests the Secretary-General to improve the ratio of substantive to support staff, with particular attention to the feasibility of nationalizing functions, especially Field Service level functions, to ensure that the civilian staffing structure is appropriate for the effective implementation of the current mission mandate and that it reflects staffing best practices across other missions (para. 20).	The budget proposal for the 2017/18 period includes 4 new substantive posts and 1 new support post, which will improve the ratio of substantive to support staff and will ensure that the structure is appropriate and sufficient for the implementation of the mandate of the Force.
Urges the Secretary-General to make every effort to reduce the recruitment lead time for staff in field missions, taking into account the relevant provisions governing recruitment of United Nations staff, to enhance the transparency of the staffing process at all stages and to report on the steps taken and results achieved in the context of the next overview report (para. 22).	The Human Resources Management Section continues to review the current steps in the recruitment process and is striving to ensure a reduction in the recruitment lead time by recruiting, to the extent possible, international staff from qualified candidates available on rosters and ensuring timely processing of eligible candidates and strict follow-up to enforce the recruitment timelines for national staff.
Welcomes the continued efforts of the Secretary-General to mainstream gender perspectives in United Nations peacekeeping, and requests the Secretary-General to ensure that senior gender advisers in all United Nations peacekeeping operations report directly to mission leadership (para. 24).	The UNFICYP budget proposal for the 2017/18 period includes the establishment of a Gender Affairs Officer. The incumbent will be part of the executive direction and management.
Recognizes the role of women in all aspects of peace and security issues, expresses concern about the gender imbalance in the staffing of peacekeeping operations, particularly at senior levels, requests the Secretary-General to intensify efforts to recruit and retain women in peacekeeping operations, in particular to appoint women to senior United Nations leadership positions, with full respect for the principle of equitable geographical distribution, in conformity with Article 101 of the Charter of the United Nations, considering, in particular, women from troop- and police-contributing	With regard to female representation at the senior level, 50 per cent of UNFICYP international staff at the P-5 level and above are female, including the Special Representative of Secretary-General. The percentages of female staff are as follows: 52 per cent for international staff; 38 per cent for national staff; and 41 per cent overall. The Force will continue to improve the gender balance at the national staff level.

Decision/request	*Action taken to implement decision/request*
countries, and strongly encourages Member States, where applicable, to identify and regularly submit more women candidates for appointment to positions in the United Nations system (para. 25).	
Requests the Secretary-General to continue his efforts to reduce the overall environmental footprint of each peacekeeping mission, including by implementing environmentally friendly waste management and power generation systems, in full compliance with the relevant rules and regulations, including, but not limited to, the United Nations environmental and waste management policy and procedures (para. 31).	As part of the effort to reduce the environmental footprint of peacekeeping operations and implementation of the United Nations greening initiatives, in accordance with the Department of Field Support environment strategy, UNFICYP targets for the 2017/18 period include: (a) The second phase of the solar panel installation project at Blue Beret Camp, substation No. 3, at an estimated cost of $1.3 million; (b) Installation of solar-powered security lights at various camps to replace security lights powered by electricity; (c) Procurement through a Headquarters systems contract of two environmentally friendly modularized wastewater treatment plants, to be installed at Camp Roca and Camp General Stefanik, Famagusta; (d) Replacement of old power generation systems with hybrid diesel-powered generators. UNFICYP is actively working on reducing vehicle emissions by adopting a stricter approach towards vehicle idling. The electronic vehicle management system (Carlog) has been upgraded to enable the Force to monitor the idling time of each vehicle. Vehicle users who are idling excessively will receive an e-mail warning, and repeat offenders will be notified and sanctioned if necessary. All staff are encouraged to share vehicles and reduce unnecessary journeys and bicycles are being used where practicable for some patrolling and short administrative errands.

Decision/request	*Action taken to implement decision/request*
Requests the Secretary-General to strengthen oversight and internal controls in the areas of procurement and asset management across peacekeeping missions, including by holding a named official in mission management accountable for checking stock levels before undertaking any acquisition activity in order to ensure compliance with established asset management policies, taking into account the current and future needs of the mission and the importance of the full implementation of the International Public Sector Accounting Standards (para. 43).	The Property Management Unit, in the Supply Chain Management Section, is responsible for conducting complete analyses of unit stock assets and expendables on a regular basis and informing management whether further action is required.
Encourages the Secretary-General to utilize local materials, capacity and knowledge in the implementation of construction projects for peacekeeping operations, in compliance with the United Nations Procurement Manual (para. 45).	UNFICYP has established multi-year local systems contracts for supply of engineering materials and services. The Force will be utilizing these contracts for implementation of the planned maintenance projects, and local materials are used when available.
Recalls the collective and unanimous position that one substantiated case of sexual exploitation and sexual abuse is one case too many, and requests the Secretary-General to ensure that all peacekeeping operations implement fully the United Nations policy of zero tolerance of sexual exploitation and sexual abuse in United Nations peacekeeping operations with regard to all civilian, military and police personnel (para. 70).	The response for all peacekeeping missions, including UNFICYP, with respect to issues raised in paragraphs 70, 71, 76 and 79-82 of the resolution, will be included in the report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse.
Welcomes the determination of the Secretary-General to fully implement the United Nations policy of zero tolerance of sexual exploitation and abuse, and requests the Secretary-General to report on the results achieved and challenges encountered in the next report (para. 71).	
Calls upon the Secretary-General to ensure coordination across United Nations entities at the country level in order for victims to receive immediate basic assistance and support in accordance with their individual needs arising from alleged sexual exploitation and abuse (para. 76).	
Requests the Secretary-General to immediately inform the Member States concerned about allegations of sexual exploitation and abuse, of which United Nations entities may become aware, in missions operating under a Security Council mandate, and requests the Secretary-General to ensure that the Member States concerned receive all available information to allow for appropriate follow-up by their national authorities (para. 79).	

Decision/request	*Action taken to implement decision/request*
Recognizes the risk factors linked to recent allegations of sexual exploitation and abuse, as identified by the Secretary-General in paragraph 25 of his latest report, including the rehatting of troops, the absence of predeployment training on standards of conduct, the excessive length of deployment for certain contingents, the living conditions of contingents, including lack of welfare and communication facilities to stay in contact with home, camps being situated in proximity to and not properly separated from the local population, and lack of discipline among some contingents, and in this regard requests the Secretary-General to further analyse all risk factors, including those listed above, in his next report and to provide recommendations to mitigate those risks, taking into account the respective responsibilities of missions, the Secretariat and troop- and police-contributing countries (para. 80).	
Stresses the importance of training all personnel for the prevention of sexual exploitation and sexual abuse, as part of the pre-deployment training, as well as in mission training and awareness-raising programmes, and requests the Secretary-General to expedite the deployment of the e-learning programme (para. 81).	
Recalls paragraph 175 of the report of the Advisory Committee, and requests the Secretary-General to include in future reports information on allegations of sexual exploitation and abuse by non-United Nations forces operating under a Security Council mandate (para. 82).	

(Resolution 70/273)

Decision/request	*Action taken to implement decision/request*
Recalls paragraph 30 of the report of the Advisory Committee, and requests the Secretary-General to provide in his next budget submission an updated cost-benefit analysis, including a timetable for a plan for phased acquisition of vehicles (para. 10).	**Cost-benefit analysis** Pursuant to the request of the General Assembly, UNFICYP updated its cost-benefit analysis comparing the costs of leasing and acquiring vehicles. In order to make a meaningful comparison, the analysis compared the cost of acquiring 99 vehicles, which is the current size of the leased fleet, with the cost of leasing the same number vehicles over five years.

Decision/request	*Action taken to implement decision/request*
	The maintenance costs for the United Nations-owned vehicles are based on actual maintenance costs for the 2015/16 period. The cost of leasing vehicles takes into consideration the most recent rental rates based on the new contract, effective 1 July 2016. Over a period of five years, it will cost $5.4 million to lease 99 vehicles. The total cost of acquisition of the same number of vehicles amounts to $4.2 million, inclusive of $2.8 million to acquire the vehicles and $1.4 million incremental costs of maintenance and insurance over 5 years. Accordingly, replacing the leased vehicles with United Nations-owned vehicles will generate savings of approximately $1.2 million over five years. The break-even point is 3.5 years. Considering the relatively large investment required to purchase the vehicles, and in line with the request of the General Assembly, UNFICYP proposes a phased replacement over five years. Accordingly, the acquisition of 19 vehicles is included in the budget proposal for the 2017/18 period. The phased replacement will begin with the acquisition of double cabin pickup vehicles, which account for the majority of the benefits to be realized, given their relatively higher rental costs. **Review of the fleet composition and size** The proposed phased replacement of leased vehicles will be subject to the results of the assessment of operational requirements of the Force with regard to ground transportation. The review, which will be conducted by the Force in close collaboration with the Department of Field Support, will determine the appropriate size and composition of the fleet, taking into consideration the Department's guidelines with respect to maintaining a cost-efficient and environmentally friendly vehicle fleet. Should the review recommend the reduction of the overall number of vehicles maintained by the Force, the phased replacement would be adjusted accordingly. Furthermore, should the Security Council change the scope or duration of the mandate of the Force, the implementation of the phased replacement of leased vehicles would be adjusted accordingly.

B. Advisory Committee on Administrative and Budgetary Questions

(A/70/742)

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee shares the concern of the Board of Auditors over the continuing level and frequency of redeployments among and between expenditure groups and classes across peacekeeping operations (para. 31).	UNFICYP continues to closely monitor the level and frequency of redeployments, which are used on an exceptional basis and are fully documented, justified and executed in accordance with the delegation of financial authority.
The Advisory Committee reiterates its view that an important opportunity exists to improve the overall efficiency and effectiveness of air operations, including the possibility of realizing significant cost savings in future budgets (para. 116).	UNFICYP continues to maximize the efficiency of its air operations in accordance with its operational requirements and mobility concept. The actual flying hours depend also on the availability of helicopters and the time needed for maintenance, inspection and pilot and aircraft recertification, which are beyond the control of the Force.
The Advisory Committee recommends that a breakdown of the travel requirements for all peacekeeping operations, including details with respect to trip destinations, the purpose of the trips, the number and functions of travellers and estimated air fares and other travel costs, be provided to the Committee in the information provided prior to its consideration of mission budget proposals (para. 154).	UNFICYP has taken the necessary measures with respect to monitoring travel and will provide the required information in a timely manner.
The Committee looks forward to reviewing the results of the analysis currently under way of the possibility of replacing part of the light passenger vehicle fleet with sedan-type, multipurpose and alternative-type vehicles. The Committee trusts that the mission vehicle acquisition plans for the 2017/18 financial period will reflect the outcome of this review (para. 160).	The proposed acquisition of light passenger vehicles to replace old vehicles that have exceeded their useful lives and to phase out the lease of vehicles, in line with the results of the cost-benefit analysis and in accordance with the decision of the General Assembly in its resolution 70/273, will be subject to the results of the assessment of the operational requirements of the Force with regard to ground transportation. The review, which will be conducted by the Force in close collaboration with the Department of Field Support, will determine the appropriate size and composition of the fleet, taking into consideration the Department's guidelines with respect to maintaining a cost-efficient and environmentally friendly vehicle fleet. Should the review recommend the reduction of the overall number of vehicles maintained by the Force, the phased replacement would be adjusted accordingly. Furthermore, should the Security Council change the scope or duration of the mandate of the Force, the implementation of the phased replacement of leased vehicles would be adjusted accordingly.

(A/70/742/Add.7)

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee notes, on the basis of the information provided to it in the context of the cross-cutting report, that UNFICYP is not among the 13 missions, the United Nations Logistics Base and the Regional Service Centre in Entebbe, Uganda, which have undergone a civilian staffing review. The Advisory Committee recommends that a civilian staffing review of UNFICYP be completed prior to the budget submission for the 2017/18 period (para. 22).	A staffing review for UNFICYP will be included in a broader strategic review of the Force to be conducted in 2017. The review will depend on the outcome of the peace negotiations that are currently taking place (a multilateral meeting was held in Geneva on 12 January 2017 in addition to the two meetings that took place in November 2016).
The Advisory Committee was also informed, upon enquiry, that, of the 304 vehicles maintained by the Force, 131 vehicles were not considered in the vehicle ratio calculation stipulated under the Standard Cost and Ratio Manual, including light passenger vehicles assigned to a pool for general purposes and used for engineering, communication, supply and general administrative purposes. The Advisory Committee is of the view that all such passenger vehicles should be included in the vehicle ratio calculation and trusts that UNFICYP will henceforth comply with the prescribed ratio set out in the Standard Cost and Ratio Manual (para. 28).	The number of vehicles maintained by UNFICYP during the 2017/18 period will decrease from 304 to 298. Of the 298 vehicles, 121 specialized vehicles not dedicated to and/or not suitable for personnel transportation, owing to the nature of their functions, are not included in the ratio. These include vehicles equipped or adapted for specific purposes, such as quick response, fire, pest control, and recovery and maintenance, and armoured land cruisers. The following vehicles are not included in the ratio: (a) Thirty-two contingent-owned vehicles; (b) Eighty-nine special purpose vehicles, as follows: (i) seven delivery vans; (ii) six refrigerated vans; (iii) six minibuses (29-seaters); (iv) fifty-three engineering equipment trucks; (v) four ambulances; (vi) seven other specialized vehicles (quick emergency response, fire, pest control, and recovery and maintenance vehicles); and (vii) six pool vehicles utilized by all mission support staff at mission headquarters in accordance with operational requirements.
The Advisory Committee was informed, upon enquiry, that, for the period 2014/15, only 68.1 per cent of travel arrangements were in compliance with the Organization's advance purchase policy. The Committee intends to provide further comments on this subject in connection with its report on the findings of the Board of Auditors on the United Nations peacekeeping operations for the period from 1 July 2014 to 30 June 2015 (A/70/380). The Advisory Committee notes that the adherence of the Force to compliance with the 16-day advance purchase policy of the Organization should be further improved during the period 2016/17 (para. 41).	UNFICYP will continue to strive to comply fully with the Organization's advance purchase policy with respect to travel. Instances of urgent request for travel still occur but they are minimal.

Annex I

Definitions

A. Terminology related to proposed changes in human resources

The following terms have been applied with respect to proposed changes in human resources (see sect. I of the present report):

- **Post establishment**: a new post is proposed to be established when additional resources are necessary and when it is not possible to redeploy resources from other offices or otherwise accommodate specific activities from within existing resources.
- **Post reassignment**: an approved post that was intended to cover a certain function is proposed to implement other priority mandated activities unrelated to the original function. While a post reassignment may involve a change of location or office, it does not change the category or level of the post.
- **Post redeployment**: an approved post is proposed to be redeployed to cover comparable or related functions in another office.
- **Post reclassification**: an approved post is proposed to be reclassified (upgraded or downgraded) when the duties and responsibilities of the post have changed substantially.
- **Post abolishment**: an approved post is proposed to be abolished if it is no longer needed to implement the activities for which it was approved or to implement other priority mandated activities within the mission.
- **Post conversion**: three possible options for post conversion are as follows:
  - Conversion of general temporary assistance positions to posts: approved positions financed under general temporary assistance are proposed for conversion to posts if the functions being performed are of a continuing nature.
  - Conversion of individual contractors or individuals on procurement contracts to national staff posts: taking into account the continuing nature of certain functions, in line with section VIII, paragraph 11, of General Assembly resolution 59/296, individual contractors or individuals on procurement contracts are proposed for conversion to national staff posts.
  - Conversion of international staff posts to national staff posts: approved international staff posts are proposed for conversion to national staff posts.

B. Terminology related to variance analysis

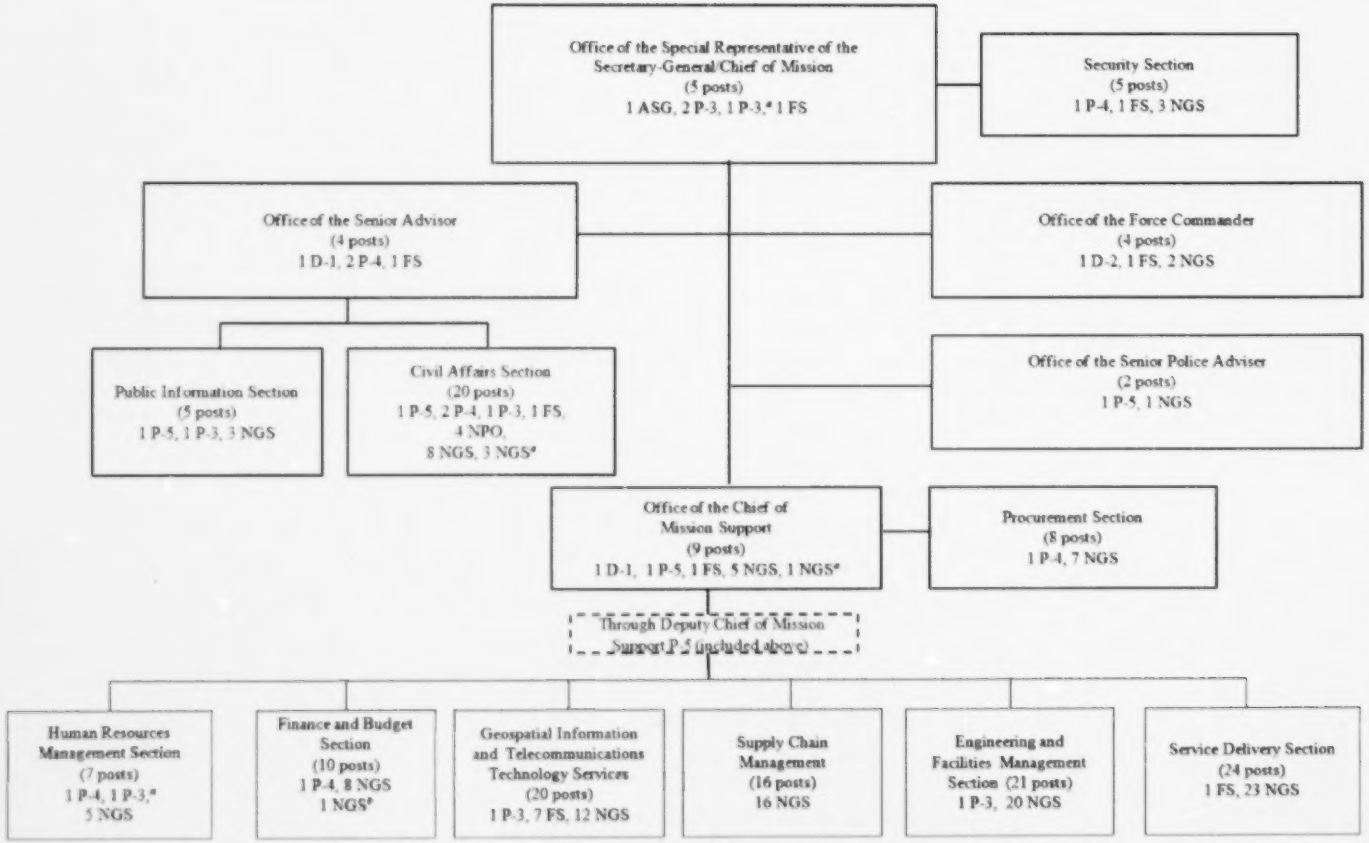
Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

- **Mandate**: variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate
- **External**: variances caused by parties or situations external to the United Nations
- **Cost parameters**: variances caused by United Nations regulations, rules and policies
- **Management**: variances caused by management actions to achieve planned results more effectively (e.g., by reprioritizing or adding certain outputs) or efficiently (e.g., by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g., by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment)

Annex II

Organization charts

A. Substantive and administrative offices

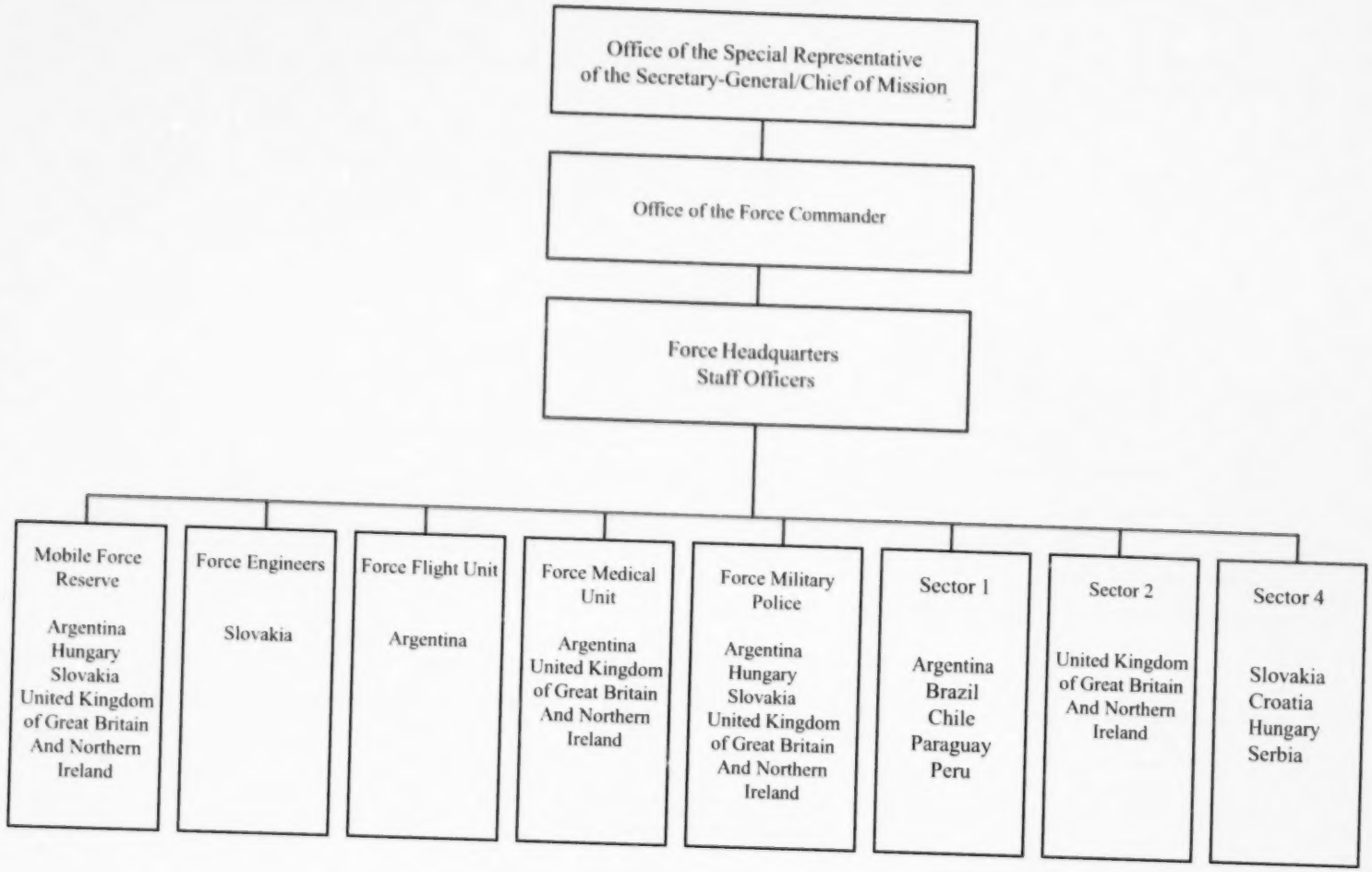

Office of the Special Representative of the Secretary-General/Chief of Mission
(5 posts)
1 ASG, 2 P-3, 1 P-3,[a] 1 FS
Security Section
(5 posts)
1 P-4, 1 FS, 3 NGS
Office of the Senior Advisor
(4 posts)
1 D-1, 2 P-4, 1 FS
Office of the Force Commander
(4 posts)
1 D-2, 1 FS, 2 NGS
Public Information Section
(5 posts)
1 P-5, 1 P-3, 3 NGS
Civil Affairs Section
(20 posts)
1 P-5, 2 P-4, 1 P-3, 1 FS,
4 NPO,
8 NGS, 3 NGS[a]
Office of the Senior Police Adviser
(2 posts)
1 P-5, 1 NGS
Office of the Chief of Mission Support
(9 posts)
1 D-1, 1 P-5, 1 FS, 5 NGS, 1 NGS[a]
Procurement Section
(8 posts)
1 P-4, 7 NGS
Through Deputy Chief of Mission Support P-5 (included above)
Human Resources Management Section
(7 posts)
1 P-4, 1 P-3,[a]
5 NGS
Finance and Budget Section
(10 posts)
1 P-4, 8 NGS
1 NGS[b]
Geospatial Information and Telecommunications Technology Services
(20 posts)
1 P-3, 7 FS, 12 NGS
Supply Chain Management
(16 posts)
16 NGS
Engineering and Facilities Management Section (21 posts)
1 P-3, 20 NGS
Service Delivery Section
(24 posts)
1 FS, 23 NGS

Abbreviations: ASG, Assistant Secretary-General; D, Director; P, Professional; FS, Field Service; NGS, national General Service; NPO, National Professional Officer.

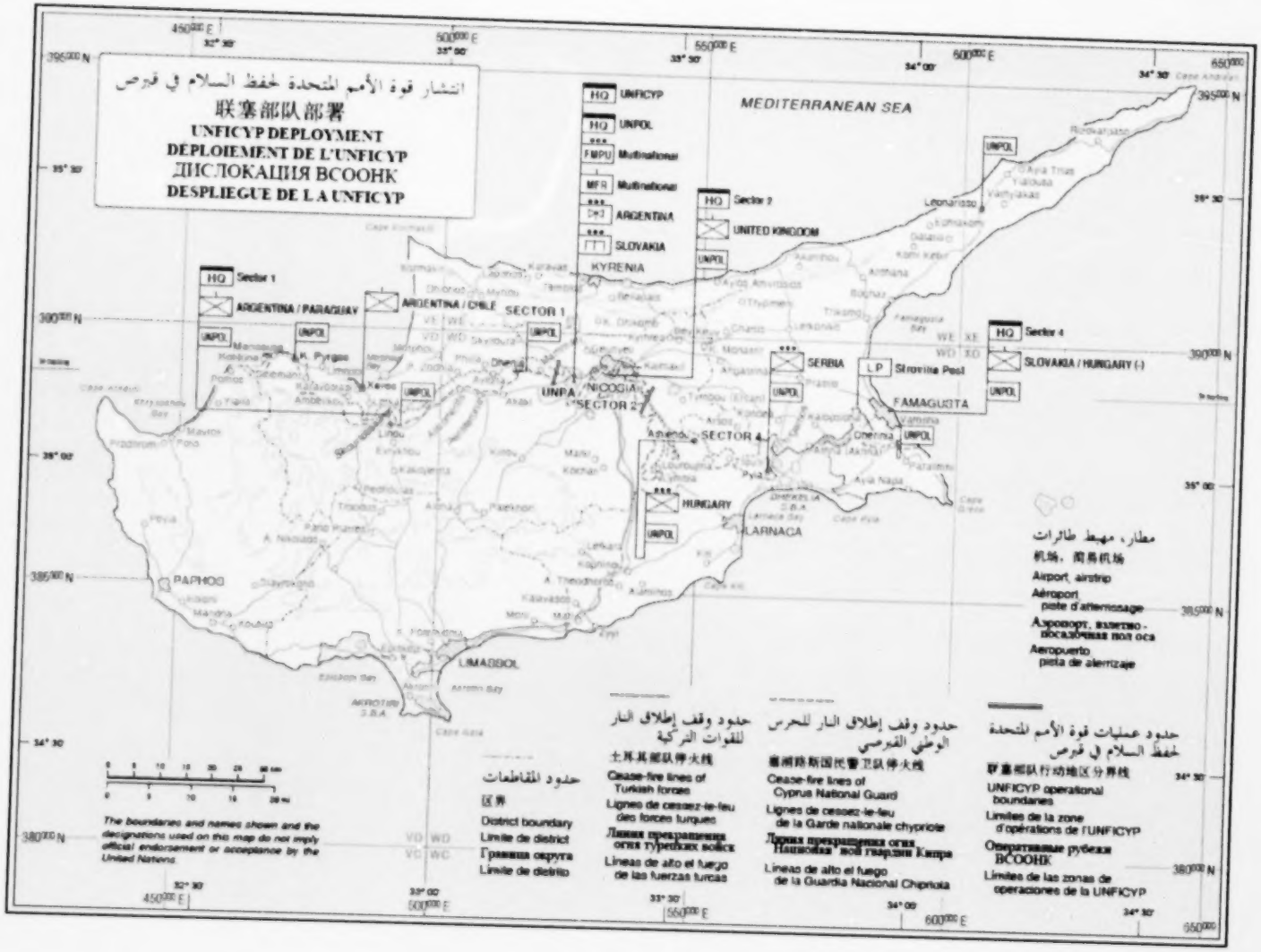
[a] New post.

[b] Located in Kuwait duty station.

B. Military component



Map


انتشار قوة الأمم المتحدة لحفظ السلام في قبرص
联塞部队部署
UNFICYP DEPLOYMENT
DÉPLOIEMENT DE L'UNFICYP
ДИСЛОКАЦИЯ ВСООНК
DESPLIEGUE DE LA UNFICYP
MEDITERRANEAN SEA
HQ UNFICYP
HQ UNPOL
FMPU Multinational
MFR Multinational
ARGENTINA
SLOVAKIA
KYRENIA
HQ Sector 2
UNITED KINGDOM
HQ Sector 1
ARGENTINA / PARAGUAY
ARGENTINA / CHILE
SECTOR 1
UNPA
NICOSIA
SECTOR 2
SECTOR 4
SERBIA
LP Strovilia Post
HQ Sector 4
SLOVAKIA / HUNGARY (-)
FAMAGUSTA
HUNGARY
LARNACA
PAPHOS
LIMASSOL
مطار، مهبط طائرات
机场，简易机场
Airport, airstrip
Aéroport
piste d'atterrissage
Аэропорт, взлетно-посадочная полоса
Aeropuerto
pista de aterrizaje
حدود المقاطعات
区界
District boundary
Limite de district
Границы округа
Límite de distrito
حدود وقف إطلاق النار للقوات التركية
土耳其部队停火线
Cease-fire lines of Turkish forces
Lignes de cessez-le-feu des forces turques
Линия прекращения огня турецких войск
Líneas de alto el fuego de las fuerzas turcas
حدود وقف إطلاق النار للحرس الوطني القبرصي
塞浦路斯国民警卫队停火线
Cease-fire lines of Cyprus National Guard
Lignes de cessez-le-feu de la Garde nationale chypriote
Линия прекращения огня Национальной гвардии Кипра
Líneas de alto el fuego de la Guardia Nacional Chipriota
حدود عمليات قوة الأمم المتحدة لحفظ السلام في قبرص
联塞部队行动地区分界线
UNFICYP operational boundaries
Limites de la zone d'opérations de l'UNFICYP
Оперативные рубежи ВСООНК
Límites de las zonas de operaciones de la UNFICYP
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